Southfield Redevelopment Authority

TO: SRA Board Members
FROM: Thomas Henderson, Chair
DATE: March 6, 2023
RE: Redevelopment Plan

Attached hereto is an updated Final Redevelopment Plan for the Base. As you may recall, we have not updated this Plan since LStar defaulted as the prior Master Developer, and the existing Plan does not reflect the current intention for redevelopment.

This is a planning document only. Similar to the other Redevelopment Plans we have reviewed and approved, the Plan includes a discussion of the history of the redevelopment, land uses, potential infrastructure solutions and open space.

With respect to land uses, the Plan sets forth a planning vision to be implemented by zoning, where the "Completed Area" will remain as is, the "Developable Area" will be subject to new permits and approvals and the "Open Space" will be as shown along the perimeter (each of these areas as shown on the attached 2023 Land Use Plan).

The Plan contemplates that depending on market demands and conditions, the amount of residential and commercial development within the "Developable Area" may fluctuate, provided that the infrastructure is sufficient to support such development. Unlike the prior Redevelopment Plans that were never realized and which did not allow for any increase/decrease in the amount of residential and commercial development, the flexibility proposed in the Plan intends to acknowledge and adapt to the changing circumstances of a long-term development.

With respect to infrastructure solutions, the Plan acknowledges the various water and wastewater solutions that the Master Developer is required to study as part of the MEPA process, including a new source from the MWRA, an organization which supplies many communities in the Commonwealth, or solutions involving neighboring communities, such as utilization of water from the Aquaria plant located in southeastern Massachusetts.

The major section of the Plan is the Fiscal Analysis, which analyzes, at full buildout, the potential tax revenues to the three (3) communities, based on a projected buildout. That Fiscal Analysis was prepared by RKG, a nationally recognized Economic Analysis Firm, used by many municipalities and state governments, including the SRA on numerous occasions. As you will see, there are very positive "net taxes" which can be achieved by the redevelopment. Today, Weymouth enjoys over $3M in net revenues (after expenses) from the Base, on an annual basis.

The Plan has been reviewed by Staff, as well as our counsel.

At our Board meeting on March 15, 2023, we will receive a brief presentation on the Plan, and a request that we vote to approve for subsequent filing with the State for their review.

Sincerely,

Thomas J. Henderson, Chair
Southfield Redevelopment Authority

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Southfield Redevelopment Authority
223 Shea Memorial Drive, South Weymouth, Massachusetts 02190

Southfield Redevelopment Authority

Final Redevelopment Plan

March __, 2023

I. Executive Summary

This Updated Redevelopment Plan ("Redevelopment Plan" or "Plan") describes the current status and proposed reuse of the former South Weymouth Naval Air Station ("NAS", "SouthField") revised from what was presented in the Redevelopment Plan dated November 14, 2014 (the "2014 Redevelopment Plan") which was approved by the Secretary of Administration and Finance and the Secretary of Housing and Economic Development on December 30, 2014 and the Final Redevelopment Plan dated January 31, 2019, which was submitted to and reviewed by the Commonwealth (the "2019 Redevelopment Plan" and, together with the 1998 Reuse Plan (as defined below), the 2005 Reuse Plan (as defined below) and the 2014 Redevelopment Plan, collectively, the "Prior Redevelopment Plans"). This Plan replaces and supersedes all prior reuse and redevelopment plans, including the Prior Redevelopment Plans, and has been developed by the Southfield Redevelopment Authority (the "Authority" or the "SRA"), in consultation with BPD Union Point LLC, a Delaware limited liability company (the "Master Developer"), and will be delivered to the Commonwealth in accordance with that certain Second Amendment to Amended and Restated Memorandum of Agreement dated December 30, 2014. This Plan will serve to guide the Authority's master planning and zoning process moving forward.

Recognizing the NAS's significance to the region, this Redevelopment Plan provides a framework for redeveloping NAS in a manner that maximizes the opportunity for generating revenue to exceed each Towns' municipal services expenses while also providing flexibility to address market changes and other challenges that may arise over the course of a multi-year phased redevelopment.

The redevelopment of NAS has gone through multiple iterations but never reached its full potential. This Plan is intended to further guide the redevelopment of NAS to reach that full potential as a well-planned economically viable master planned community.

II. Background

NAS was one of nearly 100 military bases across the country listed as surplus as a result of the Base Realignment and Closure (BRAC) Act by Congress. The South Weymouth Naval Air Station was decommissioned by the Department of Defense ("DOD") on September 30, 1997.

NAS covers approximately 1,450 acres in the Towns of Abington, Rockland and Weymouth (collectively, the "Towns" or the "Host Communities"). In response to the DOD's decision to close NAS, the Towns requested that the Governor establish the Naval Air Station Planning Committee ("NASPC"), which was accomplished with the issuance of Executive Order 378 of 1995. The NASPC adopted a first reuse plan on January 27, 1998 to govern reuse of the NAS ("1998 Reuse Plan"). Subsequently, Chapter 301 of the Acts of 1998, as amended by Section 37 Chapter 303 of the Acts of 2008, was enacted to establish a Local Redevelopment Authority ("LRA"), the South Shore Tri-Town Development Corporation ("SSTTDC") to succeed NASPC as the sole entity responsible for pursuing the acquisition and redevelopment of NAS.

In October 2002, LNR South Shore LLC ("LNR") was selected by the SSTTDC as the Master Developer to develop the NAS on SSTTDC's behalf in accordance with the 1998 Reuse Plan. In May 2003, the U.S. Department of the Navy (the "Navy") completed the first transfer of property to SSTTDC: a total of 549 acres, of which approximately 324 acres were subsequently conveyed to the Master Developer in 2006 for development.

LNR created a Master Plan for the NAS (the "Village Center Plan"), named the development site "SouthField", and developed a new reuse plan that was adopted by the Towns on May 5, 2005 (the "2005 Reuse Plan").

In 2007, construction commenced on the initial infrastructure to serve the northwest section of SouthField. This included upgrades to Shea Drive and the construction of Memorial Grove Avenue and Parkview Street along with related utility systems.

In 2010, (i) SSTTDC issued its Series 2010A Bonds to finance necessary infrastructure (Shea Drive and Memorial Grove Avenue) to support ongoing and future development at NAS; and (ii) the Massachusetts Development Finance Agency issued $30M in bonds in 2010 to finance Phase 1 of the East-West Parkway (the "Parkway Bonds"), which bonds were secured by the Commonwealth and supported by anticipated growth in new state tax revenues to be generated by an identified portion of NAS.

In 2011, housing construction at SouthField had commenced and the first residents began to move in. By the end of 2011, the Navy had transferred nearly ninety percent (90%) of the developable property at the NAS to SSTTDC, with the remaining land incorporated into a Lease in Furtherance of Conveyance (LIFOC) to SSTTDC.

In 2014, the SSTTDC was reconstituted and reorganized as the Southfield Redevelopment Authority pursuant to Chapter 291 of the Acts of 2014 (the "2014 Act"). Pursuant to Section 20(a) of the 2014 Act, the Authority is authorized to issue up to $175 million of its bonds for the purpose of paying or refinancing all or any part of the cost of the project and its infrastructure improvements. As of the date hereof, approximately $155 million of SRA bonding capacity remains available.

The 2014 Act rescinded the 2005 Reuse Plan and accompanying Master Plan and contemplated the deferral of any deficiency payments for fiscal years 2013 through 2018 until at least FY2019 so long as the 2014 Redevelopment Plan was submitted and approved of by the secretaries of Administration and Finance and Housing and Economic Development (the "Secretaries"). Approval of the 2014 Redevelopment Plan was granted by the Secretaries on December 30, 2014.

Since the passage of the 2014 Act and the approval of the 2014 Redevelopment Plan, the following changes have occurred:

- In May 2015, the Authority consented to the transfer of the responsibilities and obligations of the NAS "Master Developer" from LNR to LStar Southfield LLC, a Delaware limited liability company (together with all affiliates thereof, "LStar").

- LStar defaulted on its obligations as Master Developer under the terms of the prior Disposition and Development Agreement (the "Prior DDA") and, after receipt of notice of the same from the SRA, LStar failed to timely cure such defaults; therefore, the SRA delivered notice to LStar terminating the Prior DDA and LStar's role as the master developer.

- The SRA issued a Request for Proposal for Real Estate Development Services for Union Point (the "RFP") on September 25, 2019, to which multiple parties responded.

- The Master Developer named in the first paragraph above was selected by the SRA through a competitive process to enter into exclusive negotiations with the SRA to become the Master Developer for the remaining land to be developed at NAS under a new Disposition and Development Agreement.

The Master Developer and the SRA intend to submit new proposed legislation to modify the 2014 Act, working with the State delegation, to reflect this Redevelopment Plan and to further coordinate with Weymouth, Abington and Rockland, to effectuate the development contemplated herein.

III. Development Overview

In cooperation with the SRA, the Master Developer has developed the reuse plan attached hereto as Exhibit B (the "2023 Land Use Plan") to identify the areas within NAS that have already been developed, the areas to be retained as Open Space and the remaining developable areas. This Redevelopment Plan shall guide the master planning and zoning process for the development of the remaining undeveloped portion of NAS (the "Redevelopment Project"), which are identified on the 2023 Land Use Plan as the "Developable Area".

NAS is a master planned, smart-growth community that will grow and change over time. When complete, NAS will be pedestrian-friendly with a broad mix of homes, shops and businesses, restaurants, office space, organized in relation to recreation and green spaces. The design guidelines for NAS should promote thoughtful site planning, traditional neighborhoods, natural resource conservation and environmental protection through retention or creation and connection of significant undisturbed or improved open space.

The following are key goals, objectives, and elements of the Redevelopment Project:

1. Generate fiscal benefits. The Redevelopment Project is an opportunity to stimulate growth and generate new revenues for the Towns and the Commonwealth. The Financial Analyses attached hereto as Exhibit A and incorporated herein (the "Redevelopment Financial Analyses") indicate that (i) NAS, even as currently developed, generates revenues in excess of any expenses for municipal services; and (ii) the Redevelopment Project will generate income for the Towns and the Commonwealth, well in excess of any expenses for municipal services.

2. Create jobs and encourage commercial and retail businesses. The Redevelopment Project will help create jobs and the tax base necessary to enhance the economic health of the Towns and the SRA. In addition to smaller local businesses, the Redevelopment Project should allow for a broad range of commercial businesses, including progressive industries (such as high technology, biotechnology and pharmaceutical), as well as local start-up businesses and incubator programs.

3. Residential. Housing has been recognized as an essential component of a healthy economy in the Commonwealth. NAS, with its adjacent transit station and access to the region is particularly well located to accommodate some of the oncoming path of growth. The Redevelopment Project should provide a mix of housing, for different lifestyles, such as single-family homes, townhouses, condominiums, traditional apartments, and senior housing. Many of the homes will satisfy state requirements for affordability and/or workforce housing.

4. Ensure smart growth and sustainable development. The Redevelopment Project should incorporate smart growth principles with a mix of housing and commercial development, and transportation choices. Whenever feasible, uses should be designed to be located within walking distance of each other, or even in the same building. Sustainable and environmentally-friendly development should also be integrated into the Redevelopment Project with water conservation and building designs that comply with generally accepted "green" design standards. The Redevelopment Project should incorporate green building technologies into aspects of its infrastructure design, construction and operation, and promote the use of green building technologies by its vertical residential and commercial builders as well.

5. Open space. The Open Space provides a framework for the Developable Area by first protecting important habitat and species, while also providing access to the public via a network of nature trails for walking and bicycling. Numerous recreational facilities and common areas (both indoor and outdoor) should serve individual neighborhoods. In addition to the existing sports center and athletic fields, bike/walking paths, picnic areas and nature trails should be integrated with the Redevelopment Project. The Redevelopment Project should include sidewalks, trails and new parks of the public realm as green connectors to perimeter open spaces to create destination and desire for home and business ownership. The Redevelopment Project should encourage the integration of the open space with the Developable Area (for example, incorporating drainage features into the fabric of the open space).

6. Reduce traffic by offering transportation choices on site. The Redevelopment Project should incorporate a number of options for on-site transportation, including a network of pedestrian and bike paths and shuttle service to the adjacent commuter rail station and possibly other transportation options on the South Shore.

IV. Land Use Plan and Development Rights

A. Completed Area

The existing permits and approvals (the "Existing Approvals") contemplate a development program of up to approximately 8,000,000 square feet of commercial space and 3,855 residential units resulting in a total of approximately 13,000,000 square feet (the "Total Approved SF") of approved development. To date, NAS has been developed to include approximately 1,275 homes (the "Existing Homes") and 75,000 square feet of commercial space (the "Existing Commercial Space" and, together with the Existing Homes, the Sports Center (as defined below), MBTA parking Area and three community entrances, collectively, the Existing Development") in the Completed Area identified on the 2023 Land Use Plan. The Existing Homes include a variety of attached and detached single family as well as townhomes, condominiums and age restricted. There is a mix of for sale and for rent homes and approximately 10% of the homes qualify as 'affordable' or 'workforce'.

The Existing Commercial Space is comprised of approximately 35,000 sf of ground floor retail, and 40,000 sf of general commercial located in Fairing Way, the assisted living facility.

In addition to the Existing Development, there is a 23-acre sports and recreation facility in operation, which was built in 2018 (the "Sports Center").

As more fully set forth in Section IV.D below, any development rights not utilized as of the date hereof in connection with the construction of the Existing Development shall be solely and exclusively allocated to the Developable Area only.

The zoning districts in the Completed Area shall be maintained as they exists on the date hereof. All the Completed Area is in Weymouth and is supported by utilities provided by Weymouth, including water and wastewater.

B. Developable Area

All areas which remain to be developed over time are shown as the Developable Area on the 2023 Land Use Plan. Subject to obtaining the New Approvals (as defined below), the Developable Area will be developed to include a variety of residential, commercial, and other uses in order to create and support the mixed-use, village setting.

C. Open Space

The open space area generally shown on the 2023 Land Use Plan will be incorporated into the Redevelopment Project and consist of existing and new or enhanced open space areas as discussed in Section VI below. Much of the open space will be located in the southern and eastern portions of the NAS to provide habitat as well as buffer areas between the Redevelopment Project and surrounding neighborhoods outside of NAS in the Towns.

D. Development Rights

The Master Developer will enter into new or modified agreements and seek new permits and approvals (amendments to the Existing Approvals) to allow for the development of a mix of uses (e.g., single and multi-family residential and commercial spaces) in the Developable Area generally shown on the 2023 Land Use Plan (collectively, any approvals allowing new construction in excess of the Existing Development, the "New Approvals"), which New Approvals shall allow for the construction of the remainder of the Total Approved SF and be allocated to the Developable Area only. Additionally, as discussed below, the Master Developer will be responsible for facilitating the implementation of new or improved infrastructure to support the development allowed by the New Approvals.

Depending on market demand and conditions, the amount of residential and commercial development within the Developable Area at NAS may fluctuate, provided that the infrastructure is sufficient to support such development. Specifically, to create a development program that is adaptable to market demand and conditions, the New Approvals could allow an increase/decrease in the proportions of residential and commercial uses within the new development program (for example, a 1,300,000 decrease in commercial space may be offset by an increase of 1,000 residential homes).

V. Infrastructure

To support NAS, there is a requirement to invest in infrastructure, including the design and construction of the permanent water supply and distribution system, wastewater collection and treatment facilities, on- and off-site roadway improvements, sidewalks, landscaping, passive and active recreational facilities, amenities, electrical utility, natural gas utility, cable, telephone, among other requirements.

The following sections discuss the infrastructure needs and the potential solutions and funding sources for these infrastructure needs. As more fully discussed below, there are multiple options/alternatives, to provide NAS with adequate water and sewer capacity, on both an interim and permanent basis. The final solution can only be determined after further consultation with the community partners and the applicable State agencies. As contemplated in prior applicable MEPA filings, and detailed below, various alternatives must be studied, evaluated, and selected through such a collaborative process.

A. Transportation

The creation of a true East-West connection across NAS between State Route 3 and State Route 18 was accomplished through the construction of the Patriot Parkway linking Trotter Road to the Delahunt Parkway within the Weymouth section of NAS. In May of 2016 the Commonwealth agreed to grant approximately $6.7M to the SRA for the construction of the Patriot Parkway. Construction commenced immediately and the roadway opened to traffic in November 2016, thus completing the 2.5 mile east-west connection across NAS.

Additional transportation improvements will be necessary to support the build-out of the Redevelopment Project. The widening of State Route 18, from State Route 3 in

Weymouth to State Route 139 in Abington, was substantially completed in 2022 and included widening the roadway to two lanes and adding a shoulder in each direction throughout the four-mile project corridor, replacing the bridge that carries Route 18 over the MBTA Kingston/Plymouth Commuter Rail line in Weymouth, reconstructing several existing intersections with traffic signal updates and safety improvements, and installing pedestrian and bicycle accommodations throughout the project area.

Further, there are additional on- and off-site transportation improvements that will be required to be completed at various stages during the build-out of the Redevelopment Project. The timing of the off-site transportation improvements will largely be determined through the results of various traffic analyses/modeling and robust traffic monitoring programs performed throughout the build-out of the Redevelopment Project. These improvements will be advanced through one or more funding sources, including private financing, bonding, State grant programs and/or the State Transportation Improvement Program.

B. Water

At full build-out, it is anticipated that the development at NAS (including the existing development) could require up to approximately 2.3 million gallons of water per day. Several options (and permutations of those options) for securing a reliable, affordable, permanent long-term water supply for NAS have been explored, including continued service from the Weymouth system, expanded service from the Weymouth system once it has joined the Massachusetts Water Resources Authority ("MWRA"), the SRA joining the MWRA independent of Weymouth joining and buying water from Aquaria desalination plant or the City of Brockton.

The Master Developer and the SRA have been working closely with the Town of Weymouth regarding the Town's initiative to join the MWRA. The work has included SRA and State funding for engineering studies of the existing system's capacity, resiliency and ability to supply existing and future demands, and participating in the MWRA/Weymouth Task Force to implement Weymouth joining the MWRA Water system.

While the schedule, costs and effects of the alternative water supplies will be evaluated in the comprehensive MEPA filing for the redevelopment of NAS it seems clear that putting in place such a supply will take longer than securing the approvals for that redevelopment. In the interim period, between when the necessary transmission main connection is built and the long term supply is operational and the early construction period of NAS, there are several water supply options. These include: using the capacity in the existing Weymouth system, working with the Abington Rockland Joint Water System, supporting the local systems in reducing unaccounted for water by leak detection surveys and old meter replacement, and expanding Weymouth's authorized withdrawal limit during the current relicensing.

With the progress in having Weymouth join the MWRA Water system and the Town's work to reduce unaccounted for water, DEP could safely expand the Town's licensed

withdrawal limit to allow the Town to meet its growing demand during the period needed for the design and construction of the transmission main connection to the MWRA. The planned transmission main has an average day capacity of 10mgd for Weymouth's future demand, as well as for some or all of the Redevelopment Project. The present cap of 5.00mgd is well below the 6.27mgd safe yield rating of the current supply and the 10mgd combined rated capacities of the Town's two water treatment plants. If in the pending relicensing DEP authorized a 10% increase in the withdrawal limit to 5.50mgd the Town could stay well within its current safe yield capacity and also within its license while meeting its internal and NAS growth demands. Such an increase would not overdraw the Town's supply during the period of the transmission main construction and the delivery of a completely new source.

C. Wastewater

At full build-out, it is anticipated that the development at NAS from development since the Base was closed could generate an average daily wastewater flow of up to approximately 2.1 million gallons per day (including existing use). The Master Developer and the SRA have been working closely with the Town of Weymouth to analyze the sewerage system's capacities to meet future demands. They have also funded the design and construction of the first of the needed improvements, the line crossing under the newly constructed Route 18 to meet the westerly trunk line flowing north.

All sanitary wastewater generated at NAS has been discharged to the Weymouth collection system and then conveyed to MWRA's Deer Island treatment facility for treatment and disposal as Weymouth is a MWRA sewer system community. The Redevelopment Project should implement an environmentally sustainable approach, consistent with the proposed re-use of NAS that uses existing infrastructure to the extent possible and proposes efficient additions. These principles will contribute to the overall goal of improved environmental and ecological conditions at NAS.

With the completion of the replacement sewer in Route 18 in 2021 which has capacity for the buildout of NAS, and the design and pending construction of some immediate downstream replacement sewer enlargement there will be new increased sewer capacity from NAS to the Town of Weymouth Mill Brook Trunk Sewer. Those improvements combined with the pending I/I removal work at the existing Base pumping station and resulting reduction in flows to the town's other large sewer, the Swamp River Trunk system, will provide sufficient capacity in the Weymouth sewer system to allow continued redevelopment of NAS. There is, in place, a planned program of system upgrades to the two Weymouth trunk sewers and downstream connections to the MWRA South System that will be implemented as needed by the Town's growth and the NAS buildout wastewater demands.

While the SRA is working collaboratively as "co-applicant" with the Town of Weymouth in accessing MWRA Water, the MWRA's October 2022 report 'Water and Wastewater system Expansion Evaluation to South Shore Communities' cited the relative abundance of the regional water supply system, but capacity constraints on the MWRA South

System Trunk Sewer systems. The report stated those limitations could prevent the agency from accepting new communities to the MWRA South Sewer system. While the Weymouth system improvements will allow all of the initial phases of the work and the entire Weymouth portion of the Base to be developed using the Weymouth sewers, the Abington and Rockland portions of the Base may not be able to discharge into the MWRA system until future regional system improvements are made.

The Abington and Rockland portions of the Base can proceed into development using their local sewer systems. Like in the Weymouth system, new discharges to those systems will require some improvements. The Master Developer team has already been working in collaboration with those towns' public works officials. The Abington sewer collection system discharges to the Brockton regional wastewater treatment plant. That plant has been upgraded and has some excess capacity. The Rockland sewer system in places is old and has high I/I problems. These extraneous wet weather flows overburden the Rockland wastewater treatment plant. These system problems have been recently well studied with several problem areas identified. The SRA and the Master Developer will work with Rockland to eliminate enough of these excess system flows to allow the Rockland portions of the Base to be redeveloped without over burdening the municipal system.

As mentioned above, the MEPA process requires evaluation of various alternatives; therefore, present planning for infrastructure is to continue to evaluate the MWRA regional water supply, the Aquaria plant and local systems for both water and wastewater. This planning assumes some period of interim service as the Base redevelopment would occur before the necessary MWRA or Aquaria supply lines would be in service.

D. Infrastructure Investment — Sources of Funding

The Authority recognizes that the major infrastructure projects needed to support the full build out of NAS will only materialize if there is a concerted effort by the Authority, the Master Developer, the Host Communities and the Commonwealth to provide the necessary funding where each entity is best suited to do so.

It is likely that additional bonding may be required to cover the costs of infrastructure to enable the full build out of NAS. This could come in the form of additional bonding through the Authority or through a cooperative agreement with the Host Communities to establish a District Improvement Financing (DIF) district. These infrastructure financing mechanisms would allow the Authority or communities to leverage some of the incremental tax revenue to cover the cost of infrastructure improvements for a set period of time.

The current availability of Federal pass-thru funds in the State, County and Municipal coffers from Recovery act, ARPA, programs and the recently passed Federal Infrastructure Bill enhances the opportunity for multi-agency public/private collaborative funding of needed infrastructure. These monies could be the seed funding to remove the infrastructure constraints which have stymied prior NAS redevelopment attempts over the

past twenty years. They represent the largest federal infrastructure investment since the Interstate Highway Program began in the 1950's-'60's, a once in a generation opportunity. These funds are specifically targeted for water, sewer, highway and broadband telecommunication improvements.

VI. Open Space & Amenities

Creating and retaining open space and recreation facilities should be integral elements of the Redevelopment Plan. Open space and recreational areas have already been incorporated into the Completed Area and should be further incorporated into the Developable Area. Additionally, as shown on the 2023 Land Use Plan, a significant portion of NAS will be designated as Open Space areas. This Redevelopment Plan will help guide the designation of open space areas, which are intended to enhance the quality of life, and protect the "green infrastructure", including both the physical land and the supporting activities.

The following are key goals, objectives, and elements of the open space areas:

- Protect open spaces
- Manage and connect open spaces for purposes of conservation, recreation, or environmental protection
- Improve public access
- Improve public education of ecological features

In furtherance of the above goals and as noted above, this Redevelopment Plan is intended to encourage the preservation of designated open space and recreation areas, including the following:

- Open space areas may include, but not be limited to, parks, parklands, playgrounds, wetlands (including waterways and water bodies) and associated buffer zones, uplands, rare species habitat, etc.
- Parks and landscaped and natural open space common areas within neighborhoods may be considered as open space and/or recreational areas.
- Recreation areas (both passive or active) may include, but not be limited to:
    - Outdoor recreation facilities, including, but are not limited to, synthetic fields, fields with seasonally covered air-supported structures, outdoor hockey rinks, outdoor basketball courts, outdoor pools, renovation of existing recreational facilities (i.e., gymnasium building), ball fields, dog parks, and playgrounds.

- Food facilities such as restaurants and other retail may be allowed in active recreational facilities.

- Indoor sports facility, including but are not limited to, venues for indoor sports such as swimming, soccer, lacrosse, ice and floor hockey, basketball, handball and weight training, facilities that provide a year-round option for team sports and individual training. Wellness facilities may house offices for dietary consultations, sports medicine, physical therapy and other related activities.

- Associated supporting areas such as parking and stormwater management as well as community or neighborhood recreation buildings and areas.

- Buffer areas located between areas to be developed and surrounding neighborhoods in the various towns.

Some of the open space will be located in the southern and eastern portions of the NAS (formerly the taxiways and landing strips) which contain rare species habitat surrounded by wetlands and uplands. Rare species habitat may be protected from intrusion, managed for maintenance of habitat, and/or used for passive recreation such as walking on designated trails. These passive uses are to be compatible with the protection of rare species and their habitats. Active recreation uses (other than designated trails) should not be allowed in rare species habitat within the designated open space. Some areas may be managed from time to time for maintaining rare species habitat (i.e., mowing) and maintaining passive recreation (i.e. trail maintenance).

Open space may be enhanced through development of larger "core" areas and through physical connections and corridors to allow for the movement of wildlife

Open space and recreation areas may take the form of fee ownership, easements, covenants, conservation restrictions, etc. Ownership of the open space and recreation areas may include local, state, or federal governments, private entities, nonprofits, etc. Open space may be owned by a municipality, state or federal agency, a non-profit group, or private entities.

Agreements may be entered into with other entities (i.e., land trusts) for the management of certain open space areas.

Flood mitigation, environmental remediation and stormwater management activities, actions, structures and features (e.g., detention ponds, grassy swales, associated piping, etc.) may be allowed in the open space areas provided such activities, actions, and/or structures shall not degrade the open space or recreation areas.

VII. Plan Revisions

This Redevelopment Plan may, in consultation with the Master Developer, be amended by a vote of the Authority Board of Directors without approval from any other state or

municipal body; provided, however, in the event that the Authority Board of Directors determine that a proposed amendment will materially and adversely change the financial impact of the Redevelopment Project as set forth on Exhibit A, the Authority Board of Directors shall submit the proposed amendment to the Secretary of Administration and Finance and Secretary of Housing and Economic Development for approval prior to taking a final vote thereon. For the sake of clarity, in no event shall the following amendments require any such state approval: exact locations of roads and/or other infrastructure improvements, changes to any of the exhibits attached to this Plan (including, without limitation, the 2023 Land Use Plan), changes to any non-binding language included in this Plan (including, for example, language concerning projection of fiscal, economic or infrastructure impacts) or changes to other aspects of this Plan (particularly to the extent required by state or federal regulatory authorities in connection with permitting review).

EXHIBIT A

REDEVELOPMENT FINANCIAL ANALYSES

RKG ASSOCIATES INC

TECHNICAL MEMORANDUM

TO: Southfield Redevelopment Authority

DATE: March 3, 2023

SUBJECT: Fiscal Impact Analysis of Potential Future Development at the former South Weymouth Naval Air Station

Executive Summary

RKG Associates, Inc. was retained by BPD Union Point LLC (the "Master Developer") to conduct a fiscal impact analysis of potential future development at the former South Weymouth Naval Air Station (SWNAS). The purpose of this analysis is to provide an understanding of the potential property tax revenues and municipal costs associated with different land use types that could be built in each of the three communities under the proposed zoning. Given the long-term build-out of the remaining land across the base, this fiscal impact analysis considers property tax revenues and municipal expenditures on a per acre basis for each possible land use type instead of using a specific development program allocation.

The fiscal impact analysis builds on work completed by RKG Associates which analyzed tax revenue and municipal costs from the existing 1,274 homes and 73,000 square feet of commercial space all of which is located in Weymouth. That analysis showed existing development has an assessed value of $403 million and contributes $5.3 million in gross revenue from property, excise and CPA taxes, while only costing Weymouth about $939,000 in municipal services. Another $1.1. million per year of current property tax revenues from existing development also retires outstanding 2010A Infrastructure SRA bond payments. With its investment allocation of 25%-35% (depending on property classification) of the tax levy to those bonds, the taxes from existing development are still providing Weymouth with $3.2 million per year in net tax revenue after expenses.

Methodology

The remaining developable land across SWNAS in Weymouth, Abington, and Rockland is estimated to be about 335 acres after accounting for open space and roadways. To estimate the fiscal impact of development on the remaining acreage, RKG worked with the Master Developer's team on potential intensities of development for residential, retail, commercial, and industrial land uses. Applying average assessed values on a per dwelling unit basis for residential and per square foot basis for non-residential, RKG estimated the potential value per acre of future development and the property taxes the development could generate. RKG then estimated municipal costs, including education, for each town and subtracted those costs from the property tax estimates resulting in the net fiscal impact to each town on a per acre basis. To tailor the analysis to each of the three towns, RKG utilized the local tax rates to estimate property taxes for each land use type and used local school aged children multipliers tied to the demographics of each town for education costs. This analysis does not consider the fiscal impacts of building permit fees, excise taxes, meals or hotel taxes, Community Preservation Act (CPA) funds. It is likely that there will be some potential bonding relating to future infrastructure improvements. Just like with

RKG ASSOCIATES INC

existing development, the revenues generated by future phases will be able to accommodate any such bond payments, but we have not included a full analysis here given that those arrangements have not yet been determined.

Findings

The fiscal impact analysis of future development at SWNAS indicates that all future land use types would result in positive fiscal benefits to each community. Overall, residential uses (both owner- and renter-occupied) yield the highest per acre net fiscal benefits due to high assessed values on a per dwelling unit basis compared to non-residential uses. Given the length of time for the potential build-out of the former base and the likelihood of changing economic and market conditions, it is difficult to pinpoint exactly what types of development and densities will occur in each community. Conducting the fiscal impact analysis on a per acre basis provides a range of net benefits to each community depending on how the development program is implemented over time.

After calculating potential property tax revenues, municipal costs, and accounting for the variations in tax rates and student generation rates in each community, RKG estimates the following net fiscal impacts for development at SWNAS:

- **Future residential development could generate net revenue between $66,300 and $96,800 per acre.**

- **Future non-residential development could generate net revenue between $26,500 (industrial) and $72,900 (retail) per acre.**

RKG also calculated estimated net fiscal impacts of three hypothetical development scenarios using the remaining developable acreage in each community which included a Heavy Non-Residential scenario (75% non-resi/25% resi), a Balanced scenario (50% non-resi/50% resi), and a Heavy Residential scenario (25% non-resi/75% resi). The results of those scenarios, without deductions for future bonding, are described below:

- **In Weymouth, annual net fiscal impacts of these three scenarios could generate net revenues after expenses of between $11.7 million (heavy non-residential scenario) and $12.6 million (heavy residential scenario) at full build.**

- **In Abington, annual net fiscal impacts of these three scenarios could generate net revenues after expenses of between $4.2 million (heavy non-residential scenario) and $5.4 million (heavy residential scenario) at full build.**

- **In Rockland, annual net fiscal impacts of these three scenarios could generate net revenues after expenses of between $4.1 (heavy non-residential scenario) million and $5.5 million (heavy residential scenario) at full build.**

This detailed analysis and findings are described in the following sections of this memo.

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Introduction

RKG Associates, Inc. (RKG) was retained by the Master Developer to conduct a fiscal impact analysis of potential future development at the former South Weymouth Naval Air Station (SWNAS) under a full build condition. The purpose of this analysis is to provide an understanding of the potential property tax revenues and municipal costs associated with different land use types that could be built in each of the three communities under the proposed zoning. Future development at SWNAS is likely to occur across Weymouth, Abington, and Rockland therefore this analysis quantifies the potential property tax revenues and municipal costs in each municipality assuming the totality of the net developable acreage is built on at some point in the future.

This fiscal impact analysis utilizes assumptions for uses (residential, retail, industrial, etc.) and development intensity (dwelling units per acre or square feet per acre) to quantify the fiscal impact of future development on a per acre basis. Given the longer-term build-out potential of the SWNAS site and the potential for changes in the market across that time period, it is challenging to project the exact amount of development and use mix in each of the three communities. This initial fiscal impact analysis quantifies the revenues and costs for land uses and densities such that the overall impact can be measured across the former base and for each municipality as plans for specific development areas are put forward over time.

Fiscal Impact Methodology

A fiscal impact analysis estimates the municipal revenues and costs associated with development and growth. Revenues can include local taxes (property, excise, etc.) and various fees and other payments, while costs include the provision of municipal services (public safety, education, public works, general government, etc.). While several approaches exist to determine fiscal impacts, all are based on the common assumption that current local operating costs and revenues are the best basis for determining future costs and revenues. These approaches therefore utilize recent data on municipal service costs in the host community, as well as current tax rates and other revenue sources to calculate the net fiscal impact.

The primary focus is on a town's General Fund since that is typically where tax revenues and most municipal service costs are accounted. RKG applied an incremental cost approach to departmental budgets for public safety, public works, general government services, and education to determine the costs to support new residential and commercial development. The approach involves looking at the line-items of each budget to determine if an expenditure is either fixed or variable. Fixed costs are costs which would occur irrespective of development, an example being the salary of the Mayor or Manager, this would not be impacted by development. Conversely, the costs associated with teacher wages are classified as variable as they would change based on the addition of more school-aged children that may result from residential development.

Fiscal impact approaches are 'static', that is, they assume that the project is fully built-out and occupied. This assumption allows a comparison of the financial effect of the entire project on municipal costs and revenues. While most projects are constructed over a multi-

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year period, municipal costs and revenues occur in equal proportions, therefore this steady-state approach does not detract from the appropriateness or accuracy of this method. It should also be noted that the fiscal impact analysis is only concerned with local public costs and expenditures, and not with state, county, or other jurisdictional impacts. For this fiscal impact analysis, RKG constructed a model to measure the fiscal impacts for all future development at SWNAS on a per acre basis assuming the development on each acre of land is full built-out and occupied. Numbers in the report have been rounded for ease of the reader.

Fiscal Impacts of the Existing SWNAS Development

RKG completed a detailed fiscal impact analysis of the existing development all of which is within the town boundaries of Weymouth. RKG used information from the Master Developer's team, property assessment information from Weymouth, interviews with department heads, and detailed data on school children living on SWNAS to calculate Weymouth-specific revenues and expenditures. Based on our estimates, the existing development on the Weymouth side produces nearly five times as much revenue compared to municipal service costs. Much of this is driven by the extremely low number of school aged children living in SWNAS attending Weymouth public schools. The key findings from this analysis are highlighted below:

- There are 1,274 existing homes in SWNAS with 61% (774) being multifamily apartments, 10% townhomes, 16% condominiums, and 13% single family homes.
- There is a total of 73,000 square feet of commercial space, composed of 40,000 SF of congregate housing, and 33,000 of retail space. Additionally, a 25-acre indoor and outdoor sports complex exists.
- An estimated 2,464 residents live in the 1,274 dwelling units at the NAS. This includes 67 school age children.
- Assessed value of existing development at SWNAS is $403.2 million.
- SWNAS contributes about $5.3 million in gross tax revenue which is offset by $939,000 in municipal costs.
- Twenty-five to thirty-five percent (25%-35%), depending on property classification, of the property tax levy is allocated to pay off the 2010 A Infrastructure Bond issued by the Southfield Redevelopment Authority (SRA). Although the Town of Weymouth collects the property taxes this portion of the taxes is used to repay the $1,132,834 annual bond payment. This is netted against SWNAS property taxes in the analysis.

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- Even committing 25%-35% of property tax revenue to pay the 2010 A Infrastructure Bonds, the existing development at SWNAS results in a positive net impact to the Town of $3.2 million annually. This net impact accounts for municipal expenses as well as the annual bond payment and the special assessment tax that is returned to the SRA annually.
- Both the existing residential and commercial components generate more revenues than costs.

The detail provided by the research and analysis of existing development in Weymouth was used as a proxy for determining the fiscal impacts of future development at SWNAS. This includes estimated assessed values for different land use types, as well as per dwelling unit or per square foot municipal costs. Appendix 1 provides the detailed report of the fiscal impacts for existing development at SWNAS within the Town of Weymouth.

Fiscal Impacts of Future Development at SWNAS

After determining the revenue, cost, and net fiscal impact of existing development at SWNAS, RKG Associates began the process of analyzing the net fiscal impact of future development potential for the remaining developable land across the former base. The first step in this process was to determine how much remaining land could be developed after subtracting land for internal roads and rights-of-way and areas for parks and open space.

The Master Developer conducted an analysis of existing developable land across each of the three communities and determined there is an estimated 335 net developable acres available after subtracting land for roads and open space. The result of this analysis is shown in Table 1.

Table 1. SWNAS Base Redevelopment – Net Developable Land

Town Name	Net Developable Land (Acres)
Weymouth	196
Abington	75
Rockland	64
Total Land	**335**

Source: Master Development Team

Next, RKG and the Master Developer's team needed to determine the potential intensity of development that could take place across the remaining land. To do this, development densities were estimated for residential, retail, commercial, and industrial uses on a per acre basis and provided to RKG by the Master Developer's team. Given the length of time for the potential build-out of the former base and the likelihood of changing economic and market conditions, it is difficult to pinpoint exactly what types of development and densities will occur in each community. Therefore, RKG's analysis quantifies the fiscal impacts for each land use type on a per acre basis. Table 2 presents the development intensity estimates for each potential land use type across the base.

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Table 2. SWNAS Base Redevelopment – Estimated Development Intensities		
Land Use Type	**SQFT per Acre**	**DU per Acre**
Retail	16,600	-
Commercial	29,000	-
Industrial	26,300	-
Residential[1]	-	23

Source: Master Development Team

[1] Average intensity of for-sale and rental apartment homes combined.

In addition to the net fiscal impact of development at SWNAS, future non-residential development will bring added jobs and an increased daytime population to the three communities and South Shore region. RKG estimated job potential for each non-residential land use type on a per acre basis as shown in Table 3.

Table 3. SWNAS Base Redevelopment – Estimated Jobs per Acre	
Land Use Type	**Jobs per Acre**
Retail	55
Commercial	166
Industrial	53

Source: RKG Associates, Urban Land Institute

Estimating Potential Revenue per Acre

The primary source of ongoing revenues for Weymouth, Abington, and Rockland is represented by the property taxes resulting from future development at SWNAS. To estimate future property tax revenue, RKG developed an assessed value per acre metric for each land use type that could be built. The assessed values per acre shown in Table 4 were derived using per square foot assessed values for non-residential uses and per dwelling unit values for residential uses averaging for sale and rental apartment home assessed values.

Table 4. SWNAS Base Redevelopment – Assessment Factors		
Land Use Type	**Value per SF or Dwelling Unit**	**Value per Acre (rounded)**
Retail	$246	$4,000,000
Commercial	$138	$4,000,000
Industrial	$71	$1,900,000
Residential	$391,000	$9,000,000

Source: RKG Associates, Weymouth Assessment Database

Estimates for assessed values came from a combination of existing assessed values for residential dwelling units at SWNAS in Weymouth and comparable retail, commercial, and industrial properties elsewhere on the South Shore. The residential, commercial and industrial comps represent buildings already built and occupied, so there may be an assessment premium on new residential and new non-residential space at SWNAS, therefore these assessment factors may be considered conservative (as not to overstate

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potential revenues).[1] RKG also assumes the quality of new development will be consistent across all three communities and each community's assessor would value new construction in a similar manner.

After establishing the assessment factors on a per acre basis for each land use type, RKG collected each community's Fiscal Year 2022 tax rate for residential and commercial (if split) to apply against the assessed values per acre of future development. In addition to the residential and commercial tax rate, there is also a special taxing district established for SWNAS which in FY22 had an ad valorem tax of $0.46 per thousand dollars of assessed value.

As we understand it, the special district taxes are collected by the Town of Weymouth with that ad valorem portion sent back to the SRA to cover SWNAS expenses. The Town also sends back an additional payment of $1.1 million to cover the annual bond payment. Going forward, it is likely that additional bonding may be required to cover the costs of infrastructure to enable future development. This could come in the form of additional bonding through the SRA or through a cooperative agreement with the Towns to establish a District Improvement Financing (DIF) district. These infrastructure financing mechanisms would allow the SRA or communities to leverage some of the incremental tax revenue to cover the cost of the infrastructure improvements for a set period of time. Just like with the existing development, the revenues generated by future phases will be able to accommodate any such bond payments. This fiscal analysis of future development at SWNAS does not include yet-to-be-determined values for potential future bonding commitments.

To ensure the revenue collected by each town matches the costs borne by each town, RKG is using a tax rate that does not include the ad valorem tax. Otherwise, revenues would be overstated compared to service costs. Table 5 shows the FY22 tax rates for each community and the value difference if the community has a split tax rate.

Table 5. SWNAS Base Redevelopment – FY22 Tax Rates

	Property Tax Rates	
Town	Residential Rate	Commercial Rate
Weymouth	$11.46	$18.36
Abington	$15.22	$15.22
Rockland	$16.75	$16.75

Source: Weymouth, Abington, Rockland FY22 Tax Rates

To calculate the potential gross property tax revenues for each land use type in each of the three communities, RKG divided the per acre assessed value by $1,000 and multiplied that number by the tax rate.

[1] Since the time of our initial analysis for FY22, several homes have been built and sold in SWNAS with recent sale prices approaching $1,000,000 per dwelling unit. It is likely that future for-sale homes built at SWNAS would have higher assessed values than what is used in this analysis, therefore these values per acre should be considered a conservative estimate.

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Gross Property Tax per Acre = Value per Acre / $1,000 x Tax Rate

Tables 6-8 show the gross property tax revenues per acre for each community. RKG is assuming a consistent assessed value per acre across each community but is using the local property tax rate to derive gross property taxes. The difference in local property tax rates account for the differences in gross property tax revenue per acre in each community.

Table 6. SWNAS Base Redevelopment – Revenue per Acre in Weymouth

Land Use Type	Value per Acre	Gross Property Tax Revenue per Acre
Retail	$4,000,000	$75,000
Commercial	$4,000,000	$73,500
Industrial	$1,900,000	$34,500
Residential	$9,000,000	$103,000

Source: RKG Associates, Weymouth Assessment Database

Table 7. SWNAS Base Redevelopment – Revenue per Acre in Abington

Land Use Type	Value per Acre	Gross Property Tax Revenue per Acre
Retail	$4,000,000	$62,000
Commercial	$4,000,000	$61,000
Industrial	$1,900,000	$28,500
Residential	$9,000,000	$137,000

Source: RKG Associates, Town of Abington

Table 8. SWNAS Base Redevelopment – Revenue per Acre in Rockland

Land Use Type	Value per Acre	Gross Property Tax Revenue per Acre
Retail	$4,000,000	$68,500
Commercial	$4,000,000	$67,000
Industrial	$1,900,000	$31,500
Residential	$9,000,000	$150,800

Source: RKG Associates, Town of Rockland

Estimating Potential Municipal Costs per Acre

As new development occurs in a municipality the number of residents and/or employees also increases, meaning additional municipal services are required and costs incurred. To quantify the municipal costs that may be associated with development at SWNAS, RKG utilized the commonly accepted methodology of incremental costs to forecast increased service demands.

Using this methodology, RKG took the Town of Weymouth's current General Fund budget and School budget and determined which line items would be specifically impacted by new development. Each line item is determined to be either a fixed cost or a variable cost. To

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estimate municipal service costs, Weymouth's budget data for FY22 was analyzed to understand and estimate the relationship between an increase in housing and employment and the incremental municipal service costs. For example, police, fire, and public works costs are directly related to the number of homes and commercial space built. Education costs on the other hand are only related to residential development driven by the number of new school age children. Other costs such as debt service and investments are fixed, that is, they do not change significantly with new growth.

For this initial analysis, RKG assumed the costs to serve an additional dwelling unit of housing, or an additional employee associated with non-residential development in Abington and Rockland would be the same as in Weymouth. The only exception is for education costs where different school-aged child generation metrics and the cost per student were tailored to each community. In our experience, education costs tend to comprise the largest percentage of the budget and are most heavily impacted by additional residential development.

Table 9. SWNAS Base Redevelopment – Expenditures per Unit or Employee by Departmental Category

Department	Per Dwelling Unit Expenditure Estimate	Per Employee Expenditure Estimate
General Government	$59.62	$9.06
Public Safety – Police	$190.98	$11.20
Public Safety – Fire	$180.19	$10.93
Public Works	$47.44	$7.21
TOTALS	**$478.23**	**$38.40**

Source: Weymouth FY22 Budget, RKG Associates

Education costs for each of the three municipalities were calculated using more specific estimates tailored to each community. That included varying the school age child (SAC) generation rate and varying the cost per student metric. To determine the cost per student metric RKG used education data from the Massachusetts Department of Elementary and Secondary Education (DESE) which provides:

- School enrollment
- Average spending per pupil
- Chapter 70 school aid per child

The school spending per child figures shown in Table 10 illustrate the full cost to educate a child in each of the three communities based on 2020 cost data from DESE (latest available data at the time of analysis). Table 10 also shows RKG's estimated variable cost per student after removing all Chapter 70 state aid and fixed education costs that are unlikely to vary with the addition of a new student. The variable cost per student metric is what RKG applies as the cost of one new student added as a result of future residential development at SWNAS in each community.

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Table 10. SWNAS Base Redevelopment – Education Cost Metrics			
Town	2020 Total Enrollment	2020 Full Cost Per Student Metric	Variable Cost per Student Metric
Weymouth	5,736	$16,061	$4,896
Rockland	2,273	$15,653	$6,018
Abington	2,143	$13,721	$5,573

Source: MA DESE 2020, RKG Associates

To estimate the number of school age children that could result from new residential development at SWNAS, RKG developed a per dwelling unit metric for each community using each town's total occupied dwelling units divided by the 2022 total school enrollment number provided by DESE. RKG used the 2022 school enrollment to reflect the most recently available data from DESE at the time of the analysis and the most recent five-year estimates of occupied dwelling units from the American Community Survey (2020).

RKG notes that the SAC metrics used for this fiscal impact analysis are substantially higher than metrics for the existing 1,274 dwelling units currently built and occupied at SWNAS. The metric for existing dwelling units is 0.07 students per unit, which is three times lower than the metric used in this memo for Weymouth, four times lower than Rockland, and five times lower than Abington. RKG used the higher SAC metrics in this analysis to present a more conservative approach, that is not to understate potential education costs for future development. Table 11 shows the SAC metrics that are applied to future residential development and used in the per acre municipal cost estimates discussed later in this memo.

Table 11. SWNAS Base Redevelopment – Student per Unit Multipliers	
Town	SAC Metric
Weymouth	0.23/Dwelling Unit
Rockland	0.31/Dwelling Unit
Abington	0.35/Dwelling Unit

Source: US Census ACS 2011-2020, RKG Associates

After establishing the municipal and education costs on a per dwelling unit, per employee, and per student basis, RKG calculated the total estimated municipal costs on a per acre basis for each land use type. This approach is similar to what was presented earlier in the memo regarding total value per acre for each land use type. RKG converted estimates of development intensity on a per acre basis to jobs and dwelling units and multiplied those estimates by the per unit, per employee, and per student costs (where applicable).

Municipal Cost for Non-Residential = (Employees x Municipal Cost per Employee)

Municipal Cost for Residential = (Dwelling Units x Municipal Cost per Dwelling Unit) + (Dwelling Units x SAC Metric x Education Cost per Student)

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Tables 12-14 show the jobs, dwelling units, and students on a per acre basis for each land use type for each municipality as well as the estimated per acre municipal costs.[2]

Table 12. SWNAS Base Redevelopment – Municipal Costs per Acre in Weymouth				
Land Use Type	Jobs per Acre	DU per Acre	Avg. Number of SAC per Acre	Total Municipal Costs per Acre
Retail	55	-	-	$2,100
Commercial	166	-	-	$6,400
Industrial	53	-	-	$2,000
Residential	-	23	5.24	$36,700

Source: RKG Associates, Urban Land Institute, DESE, FY22 Municipal Budget

Table 13. SWNAS Base Redevelopment – Municipal Costs per Acre in Abington				
Land Use Type	Jobs per Acre	DU per Acre	Avg. Number of SAC per Acre	Total Municipal Costs per Acre
Retail	55	-	-	$2,100
Commercial	166	-	-	$6,400
Industrial	53	-	-	$2,000
Residential	-	23	8.15	$56,400

Source: RKG Associates, Urban Land Institute, DESE, FY22 Municipal Budget

Table 14. SWNAS Base Redevelopment – Municipal Costs per Acre in Rockland				
Land Use Type	Jobs per Acre	DU per Acre	Avg. Number of SAC per Acre	Total Municipal Costs per Acre
Retail	55	-	-	$2,100
Commercial	166	-	-	$6,400
Industrial	53	-	-	$2,000
Residential	-	23	7.16	$54,000

Source: RKG Associates, Urban Land Institute, DESE, FY22 Municipal Budget

Calculating Net Fiscal Impacts of Land Uses per Acre

The final step in the fiscal impact estimation for future development at SWNAS is to calculate the net fiscal impacts of each land use type on a per acre basis. This step brings together the revenue estimates and the cost estimates for each municipality to determine whether projected gross tax revenue is high enough to offset any municipal and education costs.

[2] Non-residential costs per acre were held constant across each community as jobs per acre and cost per job were based on existing SWNAS development metrics. RKG anticipates future non-residential development to perform in a similar manner to existing development at SWNAS. Variations in residential costs are due to different SAC metrics and cost per student metrics as presented earlier in the memo.

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Tables 15-17 show the results of this analysis highlighting that all land use types regardless of the municipality result in positive net fiscal benefits ranging from a low of $26,500 for industrial development in Abington to a high of $96,800 per acre for residential in Rockland. Although the exact development program for each municipality has not been defined, this analysis shows that any combination of land use types using similar intensities of development is likely to result in positive fiscal benefits to the community. Our analysis also points out the conservative nature of assumptions around assessed valuation and estimated impacts of school aged children in which future development at SWNAS could result in higher valuations and fewer children in the schools using actual data from existing development in Weymouth.

Table 15. SWNAS Base Redevelopment – Net Fiscal Impacts per Acre in Weymouth

Land Use Type	Value per Acre	DU or SF/Acre	Municipal Property Tax Revenue per Acre	Municipal Costs per Acre	Net Fiscal Impact per Acre
Retail	$4,000,000	16,600 SF	$75,000	$2,100	**$72,900**
Commercial	$4,000,000	29,000 SF	$73,500	$6,400	**$67,100**
Industrial	$1,900,000	26,300 SF	$34,500	$2,000	**$32,000**
Residential	$9,000,000	23 DU	$103,000	$36,700	**$66,300**

Source: RKG Associates, Urban Land Institute, DESE, FY22 Municipal Budget

Table 16. SWNAS Base Redevelopment – Net Fiscal Impacts per Acre in Abington

Land Use Type	Value per Acre	DU or SF/Acre	Municipal Property Tax Revenue per Acre	Municipal Costs per Acre	Net Fiscal Impact per Acre
Retail	$4,000,000	16,600 SF	$62,000	$2,100	**$59,900**
Commercial	$4,000,000	29,000 SF	$61,000	$6,400	**$54,600**
Industrial	$1,900,000	26,300 SF	$28,500	$2,000	**$26,500**
Residential	$9,000,000	23 DU	$137,000	$56,400	**$80,600**

Source: RKG Associates, Urban Land Institute, DESE, FY22 Municipal Budget

Table 17. SWNAS Base Redevelopment – Net Fiscal Impacts per Acre in Rockland

Land Use Type	Value per Acre	DU or SF/Acre	Municipal Property Tax Revenue per Acre	Municipal Costs per Acre	Net Fiscal Impact per Acre
Retail	$4,000,000	16,600 SF	$68,500	$2,100	**$66,400**
Commercial	$4,000,000	29,000 SF	$67,000	$6,400	**$60,600**
Industrial	$1,900,000	26,300 SF	$31,500	$2,000	**$29,500**
Residential	$9,000,000	23 DU	$150,800	$54,000	**$96,800**

Source: RKG Associates, Urban Land Institute, DESE, FY22 Municipal Budget

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As noted in the Executive Summary, each municipality would likely benefit from additional revenue beyond property taxes such as vehicle excise tax, CPA tax, local meals tax, and any one-time building permit fees. Although unquantified in this analysis, future development at SWNAS is also likely to bring additional jobs for local residents and increased household and worker spending to businesses in each of the three communities.

Net Fiscal Impact Scenarios

To illustrate the net fiscal impacts per acre in each community, RKG developed three hypothetical use and acreage scenarios. The impacts in each scenario are a product of the net developable acreage in each community (land area minus roads and open space) and the net fiscal impacts for each land use category as presented in Tables 15-17 above. As noted earlier in this memo, all land use types in each community show positive net fiscal benefits meaning no matter how the land is built out over time each town should realize positive net revenues.

For the three hypothetical scenarios, RKG analyzed the following:

1. **Heavy Non-Residential** – 75% of the net developable acres would be built as non-residential (retail, commercial and industrial) and 25% of the acreage as residential.

2. **Balanced** – 50% of the net developable acres would be built as non-residential (retail, commercial and industrial) and 50% of the acreage as residential.

3. **Heavy Residential** – 25% of the net developable acres would be built as non-residential (retail, commercial and industrial) and 75% of the acreage as residential.

Tables 18-20 illustrate the results of these scenarios.

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Table 18. Heavy Non-Residential Scenario (75% Non-Resi / 25% Resi)						
	Weymouth		Abington		Rockland	
Use Category	Net Acres	Net Fiscal Impact	Net Acres	Net Fiscal Impact	Net Acres	Net Fiscal Impact
Retail	49	$3,572,100	18.75	$1,123,125	16	$1,062,400
Commercial	49	$3,287,900	18.75	$1,023,750	16	$969,600
Industrial	49	$1,568,000	18.75	$496,875	16	$472,000
Residential	49	$3,248,700	18.75	$1,511,250	16	$1,548,800
Total Net Impact	**196**	**$11,676,700**	**75**	**$4,155,000**	**64**	**$4,052,800**
% of FY22 Town Tax Levy		**9.3%**		**3.3%**		**3.2%**

Table 19: Balanced Scenario (50% Resi / 50% Non-Resi)						
	Weymouth		Abington		Rockland	
Use Category	Net Acres	Net Fiscal Impact	Net Acres	Net Fiscal Impact	Net Acres	Net Fiscal Impact
Retail	32.67	$2,381,400	12.5	$748,750	10.67	$708,267
Commercial	32.67	$2,191,933	12.5	$682,500	10.67	$646,400
Industrial	32.67	$1,045,333	12.5	$331,250	10.67	$314,667
Residential	98	$6,497,400	37.5	$3,022,500	32	$3,097,600
Total Net Impact	**196**	**$12,116,067**	**75**	**$4,785,000**	**64**	**$4,766,933**
% of FY22 Town Tax Levy		**9.6%**		**3.8%**		**3.8%**

Table 20. Heavy Residential (75% Resi / 25% Non-Resi)						
	Weymouth		Abington		Rockland	
Use Category	Net Acres	Net Fiscal Impact	Net Acres	Net Fiscal Impact	Net Acres	Net Fiscal Impact
Retail	16.3	$1,190,700	6.25	$374,375	5.3	$354,133
Commercial	16.3	$1,095,967	6.25	$341,250	5.3	$323,200
Industrial	16.3	$522,667	6.25	$165,625	5.3	$157,333
Residential	147	$9,746,100	56.25	$4,533,750	48	$4,646,400
Total Net Impact	**196**	**$12,555,433**	**75**	**$5,415,000**	**64**	**$5,481,067**
% of FY22 Town Tax Levy		**10.0%**		**4.3%**		**4.4%**

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Summary

In summary, the fiscal impact analysis of future development at SWNAS indicates that all future land use types would result in positive fiscal benefits to each community.

Overall, residential uses (both owner- and renter-occupied) yield the highest per acre net fiscal benefits due to high assessed values on a per dwelling unit basis and the assumed densities compared to non-residential uses. Given the length of time for the potential build-out of the former base and the likelihood of changing economic and market conditions, it is difficult to pinpoint exactly what types of development and densities will occur in each community. However, as presented throughout the analysis in this memo, each of the three hypothetical development scenarios across each of the three towns are projected to have positive net fiscal benefits. These benefits include:

- In **Weymouth**, annual net fiscal impacts of these three scenarios could generate net revenues after expenses between **$11.7 million** (heavy non-residential scenario) and **$12.6 million** (heavy residential scenario) at full build.

- In **Abington**, annual net fiscal impacts of these three scenarios could generate net revenues after expenses between **$4.2 million** (heavy non-residential scenario) and **$5.4 million** (heavy residential scenario) at full build.

- In **Rockland**, annual net fiscal impacts of these three scenarios could generate net revenues after expenses between **$4.1 million** (heavy non-residential scenario) and **$5.5 million** (heavy residential scenario) at full build.

The findings of this analysis and report illustrate the positive fiscal benefits of future development in all three communities that comprise SWNAS. These net positive fiscal benefits occur in each community and for each land use type, and as stated above, while this analysis does not deduct potential future bonding commitments to fund infrastructure and the like, the new unpledged revenues generated by future development at SWNAS will more than accommodate any such bond payments. This analysis utilized a conservative approach in its assumptions and based potential revenues and costs on comparisons to existing development at SWNAS in Weymouth. This precedent provided RKG with an excellent representative sample of existing development and revenue and expenditure data points based on actual development.

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APPENDIX 1
Fiscal Impact Analysis Report – Existing Development at SWNAS

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TECHNICAL MEMORANDUM

TO: BPD Union Point LLC

DATE: May 3, 2022

SUBJECT: Fiscal Impact Analysis of Existing Development at the former South Weymouth Naval Air Station

Summary of Findings

RKG Associates, Inc. (RKG) was retained by BPD Union Point LLC to conduct a fiscal impact analysis of the existing development at the former South Weymouth Naval Air Station (SWNAS). The purpose of this analysis is to assess the fiscal, economic, and demographic impacts of the existing development at SWNAS on the Town of Weymouth. SWNAS is in South Weymouth along Route 18 at the former South Weymouth Naval Air Station, and straddles the towns of Weymouth, Abington, and Rockland. As part of the Base Realignment and Closure (BRAC) program, the South Weymouth Naval Air Station closed in 1997 and after a master planning process through the Southfield Redevelopment Authority, new construction began in 2007 and currently is ongoing. The development at SWNAS that was evaluated as part of this analysis was constructed between 2011 and 2022 and is located entirely in Weymouth.

The following summarizes the findings from the analysis:

- An estimated 2,464 residents live in the 1,274 dwellings in SWNAS. This includes 67 school age children.
- There is a total of 73,000 square feet of commercial space, composed of 40,000 SF of congregate housing, and 33,000 of retail space. Additionally, a 25-acre indoor and outdoor sports complex exists, which include four fully lit synthetic turf fields equipped with permanent playing surfaces for soccer, lacrosse, rugby and field hockey.
- Assessed value at SWNAS is $403.2 million.
- SWNAS contributes about $5.3 million in property taxes which is offset by $939,000 in municipal costs.
- Twenty-five to thirty-five percent (25%-35%), depending on property classification, of the property tax levy is allocated to pay off the 2010 A Infrastructure Bond issued by the Southfield Redevelopment Authority (SRA). The Town of Weymouth is required to make $1,132,834 in bond payments which are netted against SWNAS property taxes.

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- Even after paying the 2010 A Infrastructure Bonds, the SWNAS results in a positive net impact to the Town of $3.2 million annually.

- Both the residential components and the commercial components generate more revenues than costs.

Fiscal Impact Methodology

A fiscal impact analysis estimates the municipal revenues and costs associated with development and growth. Revenues include local taxes (property, excise, etc.) and various fees and other payments, while costs include the provision of municipal services (public safety, education, public works, general government, etc.). While several approaches exist to determine fiscal impacts, all are based on the common assumption that current local operating costs and revenues are the best basis for determining future costs and revenues. These approaches therefore utilize recent data on municipal service costs in the host community, as well as current tax rates and other revenue sources to calculate the net fiscal impact.

The primary focus is on the Town's General Fund since that is typically where tax revenues and most municipal service costs are accounted. RKG applied an incremental cost approach to both the General Fund and the Town's school budget to determine the cost borne by the Town resulting from both residential and commercial development. The approach involves looking at the line-items of each budget to determine if an expenditure is either fixed or incremental. Fixed costs are costs which would occur irrespective of development, an example being the salary of the Mayor, this would not be impacted by development. Conversely, the costs associated with teacher wages are classified as incremental as they would change based on the addition of more school-aged children that may result from residential development.

Fiscal impact approaches are 'static', that is, they assume that the project is fully built-out and occupied. This assumption allows a comparison of the financial effect of the entire project on municipal costs and revenues. While most projects are constructed over a multi-year period, municipal costs and revenues occur in equal proportions, therefore this steady-state approach does not detract from the appropriateness or accuracy of this method. It should also be noted that the fiscal impact analysis is only concerned with local public costs and expenditures, and not with state, county, or other jurisdictional impacts. For this fiscal impact analysis, RKG constructed a model to measure the fiscal impacts for all existing development in SWNAS.

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Detailed Analysis

Existing Commercial and Residential Space

The existing commercial space at SWNAS totals 73,000 square feet and is comprised of 40,000 square feet of congregate care and 33,000 square feet of retail. Currently, only 5,000 square feet of retail space is leased.

Table 1. Existing SWNAS Commercial Space

Commercial Use	Existing Space	Percent of Commercial Space
Congregate Care	40,000	55%
Retail	33,000	45%
Total Commercial	**73,000**	**100%**

The residential component consists of a mix of housing types including single family homes and townhomes, but the predominate residential type is multi-family apartments, which accounts for 61 percent of the residential. The mix of residential dwellings also produces a mix of housing types with studios, one-, two- and three-bedroom homes with approximately 42 percent being one-bedroom or smaller.

Table 2. Existing Dwellings

Dwelling Type	Existing Homes	Percent of Residential
Single Family	170	13%
Condominiums	200	16%
Townhouses	130	10%
Apartments	774	61%
Total Dwellings	**1,274**	**100%**

The types and sizes of dwellings at SWNAS vary. Table 3 below shows that about 4 percent of the dwellings are studios, while about 76 percent are either one-bedroom or two-bedrooms. About 20 percent of the residential dwellings have three- or- more units, which are mostly found in single family dwellings and townhouses.

Table 3. Existing Dwellings by Type

	Studio	1BR	2BR	3BR	4BR	Total
Apartment	47	239	258	19	0	563
Senior Housing	0	153	58	0	0	211
Townhouse	0	0	64	66	0	130
Single Family	0	0	0	121	49	170
Condominiums	0	92	108	0	0	200
Total	**47**	**484**	**488**	**206**	**49**	**1,274**

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Based on typical per dwelling counts and empirical data, the estimated population and associated number of school age children at SWNAS are presented in Table 4. To calculate the estimated population of SWNAS, an average household size of 1.9 persons per dwelling was used. The average is derived by applying different household sizes to the various housing types. In the model, household populations range from 1.0 persons per household for studio to 3.5 persons per household for four-bedroom. Similarly, the number of school age children is impacted by housing types. All data related to the number of school age children living in SWNAS came directly from the Weymouth School Department for the current school year (2021-2022). These are actual numbers of children residing in the different types of residences. More information on these calculations is provided in Appendix 1.

Table 4. Demographics at SWNAS

Dwelling Type	Estimated Population	Actual School Age Children
Single Family	474	17
Condos	354	10
Townhouses	293	4
Senior Housing	240	2
Apartments	1,103	34
Total	**2,464**	**67**

The table above presents estimates of the number of residents and actual school aged children resulting from SWNAS. It is estimated that 2,464 residents currently live at SWNAS, including 67 school age children. Comparatively, the Town of Weymouth has 56,734 residents and 5,545 school age children.

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Revenues

Property Taxes

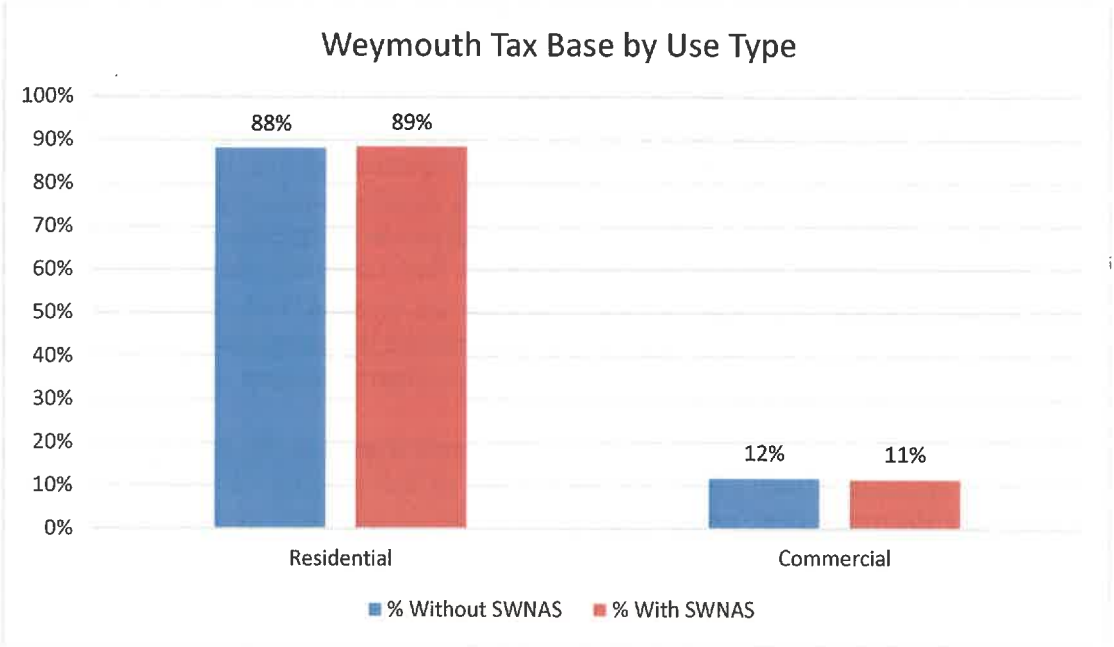
The primary source of ongoing revenues to the Town of Weymouth is represented by the property taxes resulting from SWNAS. For fiscal year 2022, the property tax rate is $11.46 (per thousand dollars of assessed value) for residential and $18.36 (per thousand dollars of assessed value) for commercial properties. In addition to the residential and commercial tax rate, SWNAS is a special taxing district and has an ad valorem tax of $0.46 per thousand dollars of assessed value as of 2022. In RKG's fiscal analysis, the assessed values inclusive of land and buildings were used to determine tax revenue. The assessed value is based on the valuation of existing residential and commercial development at SWNAS and assumes full occupancy for all commercial space and residential homes.

The scale and size of SWNAS has a considerable impact on the total tax base of the Town of Weymouth. Based on the assessed value of the existing development for fiscal year 2022, the residential component of SWNAS is assessed at $384.1 million, and the commercial component is valued at $19.1 million. Overall, SWNAS accounts for 4 percent of the Town of Weymouth's tax base.

Table 5. Town of Weymouth Tax Assessment, 2022

Assessments	Existing Town Wide	SWNAS	SWNAS as Percent of Town Assessment
Residential	$8,739,668,256	$384,100,598	4%
Commercial	$1,129,236,904	$19,098,302	2%
Total	**$9,868,905,160**	$403,198,900	**4%**

In the Town of Weymouth, 89 percent of the tax base is residential, and 11 percent is commercial. The graph below presents the Town's Tax Base with and without SWNAS.



In aggregate, the developed parcels in SWNAS pay approximately $4.8 million to the Town of Weymouth in annual property taxes, of which $4.4 million is from residential development and $351,000 is from commercial.

Other Revenues

The Community Preservation Act (CPA) is a smart growth tool that helps communities preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities. In 2005, Weymouth adopted the CPA which levies a 1 percent surcharge upon real estate taxes, with exemptions for the first $100,000 of assessed property value, as well as for low-income households. For the existing development in SWNAS, the FY 22 CPA surcharge is estimated to have generated $42,000 in tax revenues for the Town of Weymouth.

Vehicle excise tax is calculated based on the estimated number of vehicles registered to SWNAS residents. The rate is $25 per $1,000 of the vehicle value, which translates into $309,000 of vehicle taxes based on an estimated 1,900 vehicles attributable to SWNAS.

Municipal Service Costs

Any new development incrementally increases the amount of municipal services provided based on the new population, housing, or employment generated. A commonly accepted methodology to forecast municipal service costs is to use an incremental per unit cost approach. This methodology takes the Town of Weymouth's current General Fund budget and School budget and determines which line items would be specifically impacted by new development. Each line item is determined to either be a fixed cost or an incremental cost. To estimate municipal service costs, budget data for FY2022 (latest available) was analyzed to understand and estimate the relationship between an increase in housing and employment and the incremental municipal service costs. For example, police, fire, and

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public works costs are directly related to the number of homes and commercial space in the Town of Weymouth. Education costs on the other hand are only related to residential development driven by the number of new school age children. Other costs such as debt service and investments are fixed, that is, they do not change significantly with incremental growth.

In addition, these incremental costs can be allocated between the residential and non-residential portions of the overall development program using the existing total assessed value by use, as a proxy for how municipal services are provided. For example, in the Town of Weymouth 89 percent of the total assessed value is attributed to residential properties while 11 percent is attributed to commercial uses. These proportionate shares are then applied to the various budget items that are impacted by incremental growth. The results are divided by the total number of households (occupied homes) or the number of employees in commercial establishments. These are then multiplied by the number of homes (1,274) and employees (57) resulting from the existing SWNAS development to calculate the estimated costs to provide services.[1] The total incremental general fund costs to service SWNAS is estimated at $612,000 per year. Table 6 shows the per dwelling and per employee cost factors for the Town of Weymouth.

Table 6. Town of Weymouth Municipal Service Costs

Weymouth	Per Dwelling Expenditure Estimate	Per Employee Expenditure Estimate
Cost Factors	**Residential**	**Commercial**
General Government	$60	$9.06
Public Safety – Police	$191	$11.20
Public Safety - Fire	$180	$10.93
Public Works	$47	$7.21
Total	**$478**	**$38.40**

The incremental cost approach was also used to calculate educational costs. RKG obtained the School Department line-item budget and identified fixed and incremental costs associated with school operations. This resulted in a determination that 58 percent of the school budget was incremental. RKG divided the existing incremental costs by the current number of students attending schools in the Town of Weymouth. This resulted in an incremental cost per student of $4,896 which RKG then multiplied by the number of existing students living in SWNAS to arrive at total education costs; the full per pupil cost of education in Weymouth (net of state aid) is $11,000 per child. Based on RKG's analysis, the annual cost of education for the 67 school age children residing in SWNAS is $328,000.

[1] Number of employees were calculated based on RKG professional experience and data from the Urban Land Institute.

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Net Fiscal Impacts

As shown in the above tables and summarized below, existing development at SWNAS generates a **positive net fiscal impact of approximately $3.2 million** annually.

Table 7. SWNAS Net Fiscal Impact Statement

SWNAS Financial Statements	Residential	Commercial	Total	Per Dwelling	Per Commercial SF
New Property Tax	$0	$0	$0	$0	$0.00
Existing Property Tax	$4,401,793	$350,645	$4,752,438	$3,455	$4.80
Southfield Special Taxing District Tax	$176,686	$8,785	$185,471	$139	$0.12
Net New Property Tax	**$4,578,479**	**$359,430**	**$4,937,909**	**$3,594**	**$4.92**
Other Revenues					
Revenues Other (Excise)	N/A	$0	$0	$0	$0.00
Local Options Sales Tax	N/A	$0	$0	$0	$0.00
Community Preservation Act	$38,178	$3,506	$41,684	$30	$0.05
Vehicle Excise Tax	$309,023	N/A	$309,023	$243	$0.00
Total Revenues	**$4,925,680**	**$362,936**	**$5,288,616**	**$3,866**	**$4.97**
Households	1,274	-			
Population	2,464	-			
School Children	67	-			
Employees	-	59			
General Government					
General Government	$75,962	$532	$76,494	$60	$0.01
Public Safety - Police	$243,307	$657	$243,964	$191	$0.01
Public Safety - Fire	$229,561	$641	$230,201	$180	$0.01
Public Works	$60,436	$423	$60,859	$47	$0.01
Total General Government Costs	**$609,265**	**$2,253**	**$611,518**	**$478**	**$0.03**
Total Educational Costs	$328,017	N/A	$328,017	$257	
SRA 2010 A Infrastructure Bond Payment	$1,049,251	$83,583	$1,132,834	$824	$1.14
Total Costs	**$1,986,533**	**$85,836**	**$2,072,368**	**$1,559**	**$1.18**
Net Benefit	**$2,939,147**	**$277,101**	**$3,216,248**	**$2,307**	**$3.80**

In the Town of Weymouth, the net benefit (revenues less costs) works out to $2,307 per dwelling and $3.80 per commercial square foot. Table 7 also shows the incremental per dwelling costs for the various general fund revenue and cost categories. Even though only 5,000 square feet out of 33,000 square feet of the retail space is leased, municipal costs are carried for the entire commercial space.

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APPENDIX 1
Determining School Age Children

Part of the process to develop the school age children metrics was to understand the impact different types of residential dwellings have on school child generation rates. RKG used the existing residential mix, which was provided by BPD Union Point LLC, to understand dwelling types (e.g., Single Family, Townhome, Apartment, etc.) and dwelling sizes (Studios, 1BR, 2BR, 3BR and 4BR). Utilizing address data for school age children provided by the Weymouth School Department, RKG calculated school age children ratios for each dwelling type currently available in SWNAS. To ensure individual privacy, all personal information was removed from the data prior to RKG receiving it. RKG matched all address points to the dwelling type and size to ensure that the ratios are an accurate reflection of residential profiles in SWNAS. Table 1 presents the school age children ratios calculated by RKG.

Table 1. SWNAS School Aged Child Ratios by Dwelling and Bedroom Type

Dwelling Type	Single Family	Condos	Townhouses	Senior Housing	Apartments
Studio	-	-	-	-	0.0426
1 Bedroom	-	0.0109	-	-	0.0628
2 Bedroom	-	0.0833	0.0313	0.0345	0.0620
3 Bedroom	0.0496	0.0000	0.0303	-	0.0526
4 Bedroom	0.2245	0.0000	0.0000	-	-

Utilizing the school age child ratios, RKG was able to calculate the number of school children by dwelling type. The graph below shows the distribution of school age children at SWNAS. While 50% of the school age children come from apartments, on a per dwelling basis, single family homes generate a higher rate of school age children than any other dwelling type.

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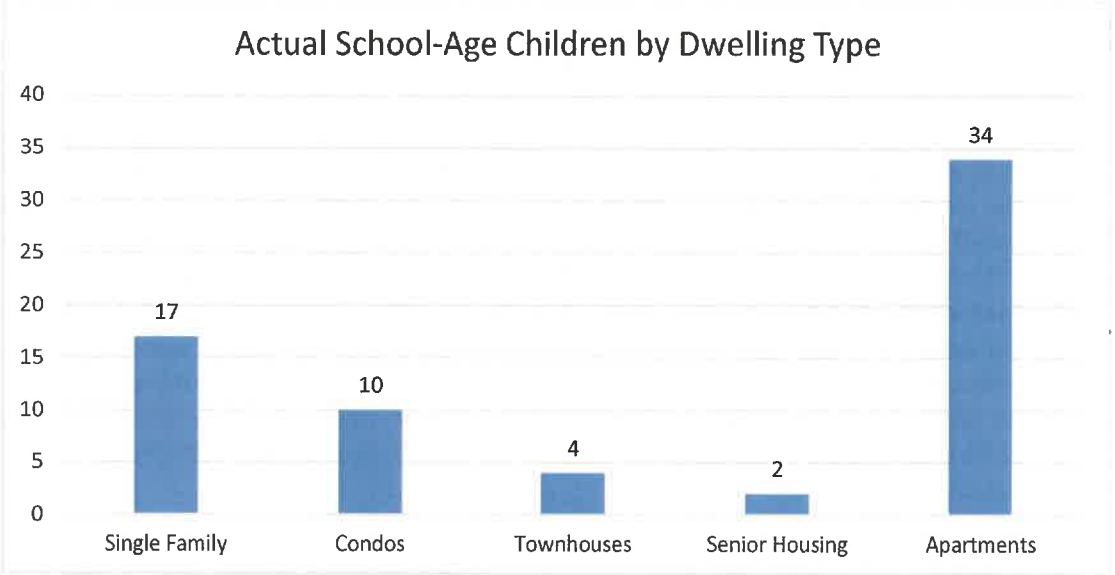


School Age Children Grade Distribution

Based on data provided by the Massachusetts Department of Education regarding school enrollment information for the Town of Weymouth, RKG calculated the *potential* distribution of school age children by grade level by using the existing town-wide school child distribution by grade level. Based on the analysis, 45 percent attend elementary schools, 22 percent attend middle schools, and 32 percent attend the high school.

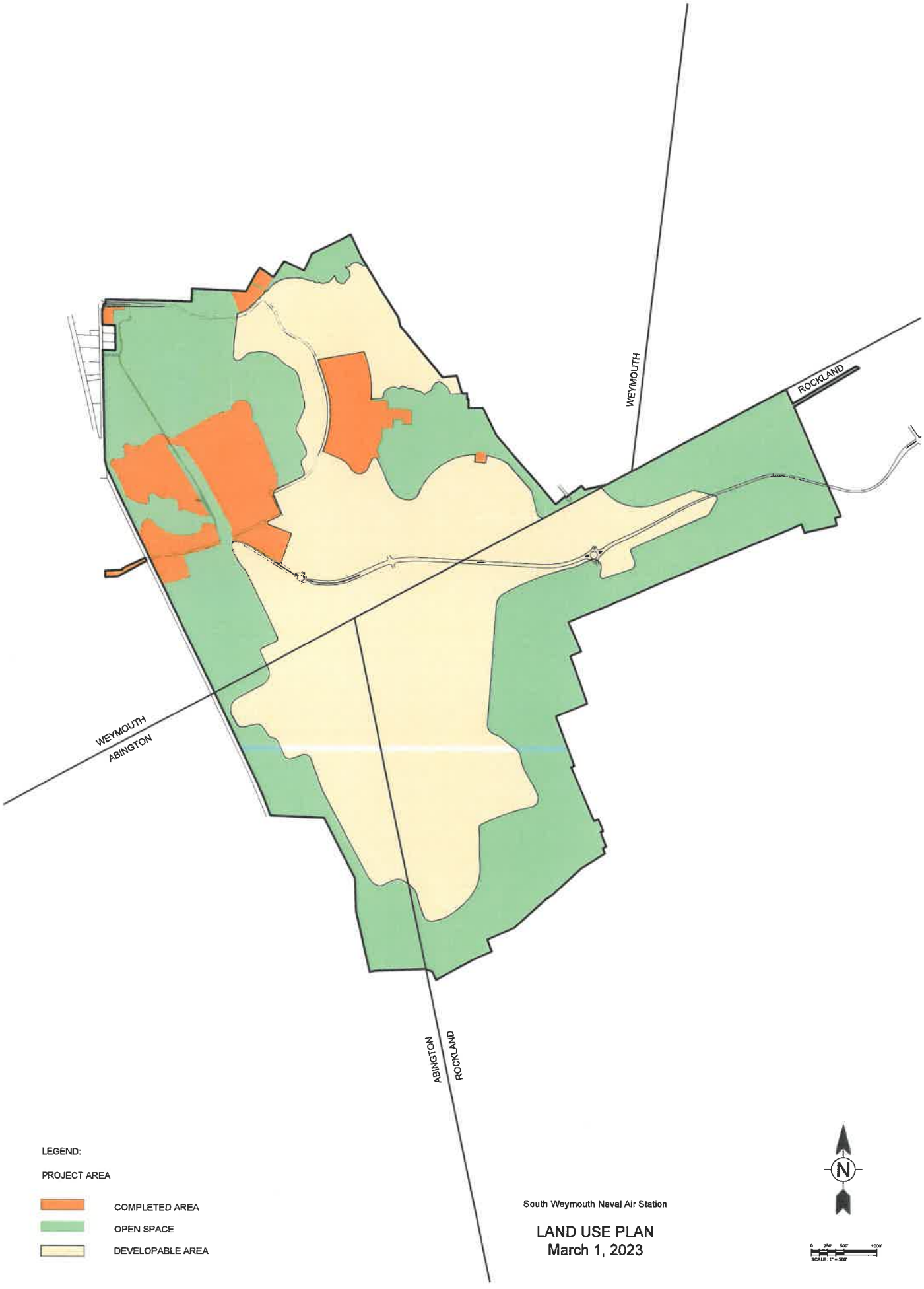
Table 2. Potential School Age Children Class Distribution by Existing Residential

Grades	Allocation of All Students in Weymouth PK - 12	Sample Allocation of SWNAS School Age Children
PK	3%	2
K	7%	5
1	7%	5
2	7%	5
3	7%	5
4	7%	5
5	7%	5
6	7%	5
7	7%	5
8	8%	5
9	9%	6
10	8%	5
11	8%	5
12	8%	5
Total	**100%**	**67**

Source: Data from MA Department of Education, RKG Associates, 2022

EXHIBIT B

2023 Land Use Plan



South Weymouth Naval Air Station

LAND USE PLAN
March 1, 2023